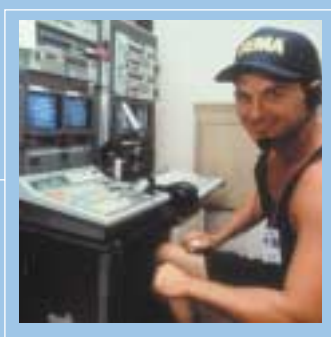




THE FEDERAL EMERGENCY
MANAGEMENT AGENCY

Partnership
for a
Safer
Future 1999
annual performance report





WORKING TOGETHER TOWARD
DISASTER RESISTANT COMMUNITIES

I AM PLEASED TO PROVIDE the Federal Emergency Management Agency's (FEMA) annual performance report for fiscal year 1999. I am a firm believer that FEMA is an extraordinary agency, with an extraordinary mission: reducing the risk of loss of life and property when natural or man-made disasters strike. Our fundamental job is to help people and their communities help themselves. That means working before a disaster happens to help these communities become more disaster resistant. It means being there when state and local governments are themselves overwhelmed by disaster and ask FEMA to provide eligible services to their communities as they recover.



William R. Reckert

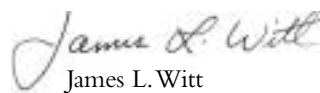
This year, 1999, has been one that has seen 120 communities across the nation working to make themselves disaster resistant through Project Impact, a FEMA initiative. It was a year that over 52,000 emergency planners and responders and fire personnel received specialized training including how to contain a terrorist's act. It was a year during which FEMA worked with its partners in other federal agencies, state, tribal, and local governments to strength the combined capacity to manage emergencies. And unfortunately, it was also a year in which FEMA lent support to over 1 million households and hundreds of communities affected by frightening disasters.

We have achieved these tasks thanks to an outstanding and dedicated FEMA workforce. It is no exaggeration to say that Americans across the nation have been touched by the work of these employees and FEMA's programs and initiatives. Is it no exaggeration to say that FEMA's efforts shine in some of the darkest moments experienced by hundreds of thousands each year.

While I believe our agency exemplifies excellence in government and I am pleased to be able to share our strategic accomplishments with you through this annual report, I want to take this opportunity to ask for your help. Each one of us can help make our communities safer and more disaster resistant. This starts with looking around our homes and thinking what we could learn or do to increase safety. Perhaps it's making and practicing fire escape plans or keeping a 3-day supply of food and water handy in case of a severe storm or power outage. It is taking interest in our local government to work toward building codes that keep people from harm's way or ensure that our structures, our homes and our schools, are built to withstand the extremes of weather that come our way. I invite you to join us in Project Impact and to visit our homepage: WWW.FEMA.GOV for other ideas that you can use to do your part in keeping yourself, your family and your community safe from disasters. Disaster resistance, prevention, and preparedness is everybody's business. FEMA just specializes in it.

FEMA is proud of its 1999 efforts, but knows that to be as good as it needs to be takes continuous improvement. For that reason, I invite you to send your comments to FEMA, Office of Policy and Regional Operations, Washington, DC 20472.

On behalf of FEMA, I wish you a safe and prosperous future.


James L. Witt
Director



FEMA ANNUAL PERFORMANCE REPORT OVERVIEW

In FY 1997, FEMA developed its strategic plan, Partnership for the Future, and the FY 1999 Annual Performance Plan (APP) on which this report is based. These first planning efforts under the Government Performance and Results Act reflect FEMA's commitment to produce comprehensive planning documents in support of effective and efficient government and are very ambitious. While each of the 66 APP activities leads toward the achievement of FEMA's strategic goals, we believe that the detail and continuing measure of some of the activities is more meaningful at the program levels than it is at the strategic levels. For this reason, during FY 1999, FEMA revised its strategic objectives to tighten the focus of its annual goals toward more measurable outcomes consistent with our mission to

Reduce the loss of life and property and protect our institutions from natural and technological hazards by leading and supporting the nation in a comprehensive, risk-based emergency management program of mitigation, preparedness, response, and recovery.

This report is divided into two sections. The first section highlights FY 1999 activities, goals and measures that demonstrate the breadth of FEMA's efforts and achievement toward its strategic goals. The second section is a comprehensive report of FY 1999.

SECTION ONE: HIGHLIGHTS

While FEMA is widely known for its response to disasters, it has worked hard during the past few years to move the emergency management culture from one of reaction to disaster to one of working to build disaster resistant communities and institutions.

For example, Project Impact, a nationwide FEMA initiative, helps communities protect themselves from the devastating effects of natural disasters by their taking mitigating actions that dramatically reduce disruption and loss. Project Impact operates on a common-sense, damage-reduction approach, basing its work and planning on three simple principles:

- preventive actions and their priorities must be decided at the local level;
- private sector participation is vital; and
- long-term efforts and investments in prevention measures are essential.



FEMA offers communities expertise and technical assistance from the national and regional levels and includes other federal agencies, states, and the private sector in the Project Impact partnerships. FEMA uses a variety of mechanisms, including hands-on technical assistance by our regional offices, state grants and national conferences, to get Project Impact information and the latest technology and mitigation practices into the hands of the local communities.

As of the end of FY 1999, FEMA had partnered with 120 communities and 2500 businesses across the country and continues to be encouraged by the benefits seen and the growing interest at the local level in Project Impact. Many communities and private sector companies are practicing Project Impact concepts on their own because this activity makes sense and saves “cents” when disasters strike.

FEMA also helped the nation’s emergency management communities enhance their capabilities. State and local governments were provided technical assistance and grant support to identify risks and plan for mitigating them. In collaboration with the National Emergency Management Association and the Association of State Flood Plan Managers, FEMA revised the Capability Assessment for Readiness (CAR). This biennial self-assessment will help states determine their emergency management capability and plan accordingly. It will also assist FEMA in its grant management. A local version of CAR has been developed.



As part of FEMA’s focus on taking preventative action and in concert with its federal, state, and local government partners, FEMA conducted a series of



workshops across the United States to identify Y2K readiness and areas of concern. These workshops stimulated discussion about the consequences of Y2K failures and led to aggressive and fruitful plans to mitigate the potential of this new-age disaster. The President's Council on Year 2000 seminar, supported by FEMA and the Department of Defense, brought Cabinet members, other senior level agency heads and White House staff together for further discussion and planning. The result of these significant efforts was a smooth transition into 2000.

Through public fire education and awareness, training, research and technology, and data collection and analysis, the United States Fire Administration (USFA) worked to reduce losses due to fire and related emergencies.

Estimated ten-year averages for fire loss in the United States are 2.0 million fires, 4,500 deaths, and 28,000 injuries per year—astounding numbers.

USFA has helped to reduce the fire and death rate by encouraging better community reporting of fire incidents; training over 52,000 fire and emergency response personnel in areas such as emergency response to terrorism; increasing the number of hotels and motels meeting fire code standards; and targeting distribution of fire awareness and mitigation materials.

A popular example of the USFA's ongoing fire safety and awareness campaign is its website Kids Page that utilizes child-friendly graphics, games, and an interactive cartoon fire extinguisher named "Exty" to teach children about the importance of home fire safety. This interactive tool has taught hundreds of children, and through them their families, the importance of fire safety, and it has helped to reduce the chances of those children being injured or killed by fire.

Through its National Flood Insurance Program (NFIP), the Federal Insurance Administration worked to mitigate the high cost to property owners and taxpayers of flood disasters. In partnership with the insurance industry and through major advertising efforts, NFIP has increased the public's awareness of flood hazards and the opportunities for mitigating losses.

In FY 1999, NFIP made very significant progress in dealing with the relatively small number of repetitive-loss properties that have a much greater than normal number of claims and a very disproportionate financial impact on the program. Methods for prioritizing specific repetitive-loss properties for mitigation action under the FY 2000 funding for the Flood Mitigation Assistance (FMA) Program





were developed and tested. In consultation with insurance companies, procedures were established for centralized insurance issuance and servicing of a target group of repetitive-loss properties. A proposed rule, requiring full-risk premiums on target properties where mitigation assistance offers under the FMA and Hazard Mitigation Grant programs are declined, was published; House members independently introduced legislation in support of this objective.

And FEMA recommendations for provisions for the new International Building Code and International Residential Code resulted in these codes complying with the NFIP floodplain management regulations and being substantially equivalent to the National Earthquake Hazards Reduction Program (NEHRP) recommended provisions. Implementation of these codes will result in fewer structures being built in harms way or built inadequately.

But even with the best mitigation and planning, disasters do happen. In recent years, the number and destruction of such occurrences has increased. Weather patterns in the Pacific Ocean producing first El Niño and now La Niña have caused billions of dollars of damage through floods, tornadoes, and hurricanes. Every month, Americans somewhere faced the tragedy of destruction to homes, businesses, schools, public services, and often the loss of a lifetime of memories in irreplaceable family photos, histories, and mementos.



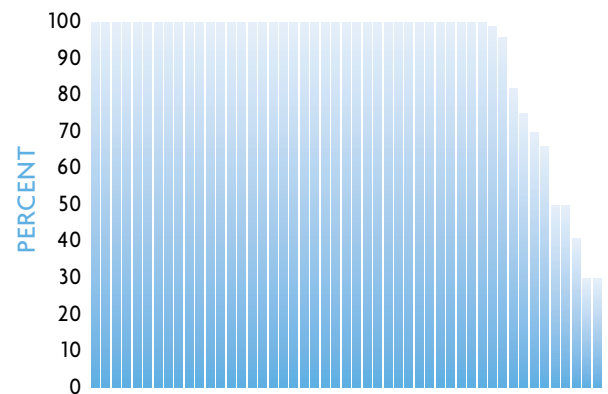


William R. Reckert

These devastating events strain state and local response capacity and lead state Governors to seek federal assistance. In FY 1999 alone, the President of the United States declared as major federal disasters 53 events of the many disasters that occurred. FEMA obligated \$825.4 million for these events, 16 emergency declarations, and 37 fire suppressions.

At such times FEMA personnel left their “civilian” jobs and their families to serve the public in response and recovery activities until the State and local governments were back on their feet. FEMA assured that the essential needs for life—shelter, food, and water—were available. And after these immediate needs were met, FEMA was still there assuring the restoration of basic community services of electrical power, sanitation, transportation, health, and safety. Agency logistics centers, in some cases having already deployed equipment and non-perishable goods prior to an event, supported response efforts as did the critically important information technology staff.

SUCCESS STATUS OF FY 1999 GOALS



In support of the FY 1999 presidentially declared disasters, FEMA processed 750,000 applications from individuals seeking longer-range human services support: basic repair money or rental assistance until homes could be made habitable again, small grants to replace damaged appliances or household effects; or counseling services to help the devastated see hope. Over a million calls were taken by the Helpline support staff.

The re-engineered public assistance program (PA) implemented, with positive results, its streamlined processes for community recovery. Applicants were better informed of policy and better supported in their application process. As with any major improvement, PA knows that a full measure of its program will come over several years and that adjustments may be made as PA evaluates performance effectiveness.

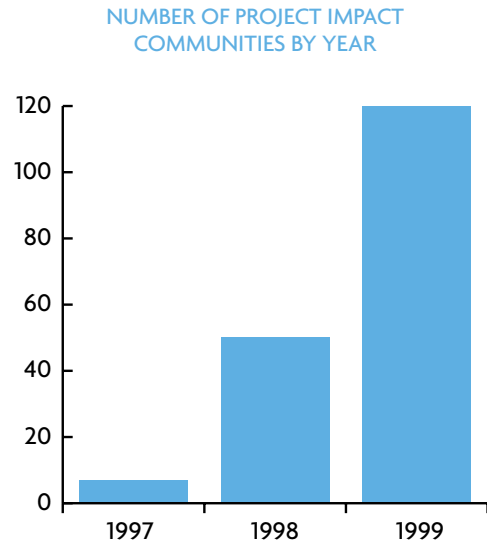
In many ways FEMA's Annual Performance Report speaks to the daily activities that, in combination, build the nation's resistance to and recovery from difficult disasters. Not all of our goals were able to be met. Some required measurement systems that did not evolve; some had to be reprioritized due to reduced funding or personnel resource levels; some changed; but all demonstrate the determination of the Federal Emergency Management Agency to continuously aim for high performance in service to the public in its most trying times.

THE FOLLOWING FY 1999 HIGHLIGHTS DEMONSTRATE FEMA'S STRONG SHOWING IN MEETING THE EVER-CHANGING DEMANDS OF DISASTER WORK.

APP GOAL M.3.1. To reduce the enormous costs in lost lives, insurance claims, businesses lost revenues, lost jobs, and total government support, FEMA initiated in 1997 Project Impact, Building Disaster Resistant Communities. By FY 1999, 120 communities have signed agreements to work toward disaster resistance and over 2,500 businesses are contributing in a variety of ways toward this national goal.

APP GOAL M.5.1. Strong implementation of building codes can do much to reduce both the number of structures built in harms way and the cost of disaster damage. To demonstrate the benefits of enforcing such codes FIA, working with the FEMA Mitigation Directorate, developed a refined methodology for using insurance experience to project reduction in losses for buildings constructed in accordance with NFIP standards. Application of this methodology showed that estimated savings for FY 1999 were \$1.029 billion.

APP GOAL P.2.1. Exceeding its 1999 goal by 80 percent, the US Fire Administration (FA) delivered 1,182 course offerings to 52,600 fire and emergency response personnel for a total of 129,207 student days of training. These community emergency management personnel have enormous responsibility not only for rescuing the injured but also for containing the devastation of natural and man-made disasters. Providing these men and women with the latest information and enhanced skills is a major focus of USFA.



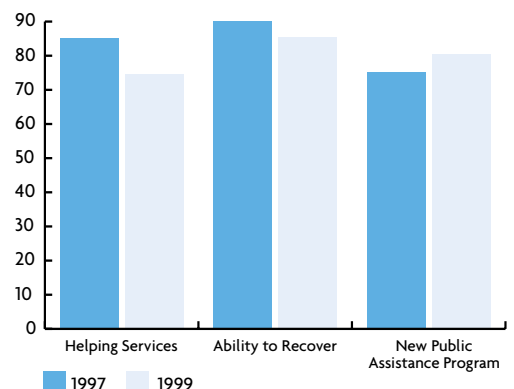


APP GOAL RR.1.3. FEMA enhanced community recovery, improved delivery of human services and public assistance programs over FY 1998 baselines, and accelerated close-out of disasters. The latter reduce administrative costs and move communities toward recovery.

APP GOAL RR.3.1. FIA increased the National Flood Insurance Program policy growth by approximately 1.7 percent over the FY 1998 baseline of 3,811,253. The year-end policy count was 4,187,729 policies. Despite special efforts, an extraordinary 8 percent increase in policy count in FY 1998 was offset by the loss of policies that were not renewed by people who no longer felt the threat of such forces as El Niño. Increased efforts to educate the public to the value and availability of NFIP policies is underway.

APP GOAL RR.6.3. By retrieving, repairing and recycling items used at Disaster Field Offices, pre-deploying assets, and undertaking other cost-saving measures, FEMA recorded a cost avoidance of over \$15.3 million in DISC equipment such as computers and cell phones; \$2.3 million in equipment such as office furniture and administrative supplies; \$3.7 million in generators; \$490,000 transportation costs through efficient pre-deployment of DISC work stations and generators at lower rates than rush shipment during disasters; and \$20,000 in downloading electronic systems rather than shipping them.

SATISFACTION WITH THE DELIVERY OF HUMAN SERVICES AND PUBLIC ASSISTANCE PROGRAMS



\$21,810,000

IN COST AVOIDANCE
THROUGH PRUDENT
OPERATIONS SUPPORT
MANAGEMENT

SECTION TWO: FY 1999 GOALS AND PERFORMANCE

Section Two contains a complete report of FEMA's achievements in meeting its annual performance plan goals and measures. For further information, contact the Office of Policy and Regional Operations at 202-646-3011.

Goal one. Protect lives and prevent the loss of property from all hazards

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
M.1.1 100%	The Mitigation Directorate (MT) will complete: (1) an inventory of principal Federal agency programs, resources and authorities directly relating to Project Impact and/or related sustainability issues; and (2) Using FY 1998 figure of 19 as a baseline, increase by 10 the number of agencies and agency programs actively participating in Project Impact in FY 1999.	MT drafted a preliminary inventory of activities performed by other Federal agencies (OFA) and departments, having some mitigation component. Thirty OFAs expressing interest in mitigation memoranda of understanding are in various stages of exploration with MT. Such commitments may take one to two years to complete.
M.1.2 100%	MT will develop and/or improve assessment tools for evaluating the nation's vulnerability to natural hazards and for use at the Federal, State, and local levels to effectively measure the increase in national/State/local disaster resistance. Measures are: (1) Availability of Hazards United States (HAZUS) earthquake module for Federal, State, and local use and its distribution to universities and appropriate agencies; and (2) progress in development of the wind module from 30-to-50-percent completion, and the flood module from 30-to-45-percent completion. This goal is dependent on receipt of requested funding.	MT reported that seven Federal agencies have the HAZUS earthquake model and training. HAZUS is available to all requestors, especially State and local emergency management officials; 700 copies were distributed nationwide. Three-hundred fifty Federal/State/local managers were trained. At the outset of the fiscal year, the target of 50 percent completion of flood and wind modules was revised based on anticipated development costs and FY 1999 funding levels. The methodology for evaluating performance at that time was based on the allocation of development funds by FEMA.

“...I FOUND THE FEMA STAFF EXTREMELY COOPERATIVE...I HAD THE DISTINCT FEELING THAT THEY TRULY CARED ABOUT OUR COMMUNITY’S PROBLEMS...”

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
		MT proposes a change in FY 2000 that would base performance on actual expenditure of the funds by the development contractor because MT believes this more accurately measures performance and accomplishment of the goal. Using that revised methodology, the 30 percent completion target for the flood and wind modules would translate to an achieved, average 15 percent completion rate for the two modules.
M.2.1 100%	MT will (1) with a focus on pre-disaster planning activities, provide technical and procedural assistance to States for the development of more effective multi-hazard State mitigation plans; (2) provide and promote the use of planning grants at State and local levels of government to assess risks and identify high-priority mitigation activities, and provide a tool for the implementation of State and local mitigation planning programs.	MT produced State Mitigation Planning (409) checklist; developed expanded Emergency Management Performance Grant procedural guidance; held 2 Project Impact mitigation workshops and a large, successful, national All Hazards Conference to further mitigation planning. MT produced and distributed the document, Planning for Post Disaster Recovery and Reconstruction, the result of a cooperative agreement with the American Planning Association.
M.2.2 100%	MT will achieve the following measures: (1) Standards and performance measures for State mitigation programs will be developed in partnership with National Emergency Management Association (NEMA), Association of State Flood Plain Managers (ASFPM), Association of State Dam Safety Officers (ASDSO), and International Association of Emergency Managers (IAEM); (2) FEMA Regional Offices will use standard criteria for the	In collaboration with the National Emergency Management Association (NEMA) and ASFPM, the Capability Assessment for Readiness (CAR) was revised and will be delivered January 2000 to 56 States and Territories and used by Regional Offices for review and approval of mitigation plans (409).

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
	review and approval of State mitigation plans (409). (3)HAZUS-based reports reflecting reduced annualized loss.	
M.3.1 100%	MT will increase the number of Project Impact communities in each State by at least one beyond the approximately 50 identified in FY 1997 and 1998.	MT reports that 120 Project Impact communities have signed agreements to work toward disaster resistance. Twenty-five hundred businesses are also involved.
M.3.2 70%	MT measures: (1) Standards developed and adopted by States and communities in model codes; (2) increase in the percentage of Project Impact communities requesting and receiving FEMA guidance, training, and/or technical support; (3) increase from 40 to 60 the percentage of work completed towards the congressionally mandated review of community flood map needs and initiation of action to improve floodplain mapping based on the availability of funds; (4) completion of 5 hurricane evacuation	(1) FEMA recommendations for provisions for the new International Building Code and International Residential Code resulted in these codes complying with the National Flood Insurance Program (NFIP), floodplain management regulations and being substantially equivalent to the National Earthquake Hazards Reduction Program recommended provisions. Implementation of these codes will result in fewer structures being built in harm's way or built inadequately. [See WWW.FEMA.GOV.] (2) See

PREVENTION TIPS: FEMA recommends individuals take the following steps to help prevent damage and loss.

To reduce your risk from wind events...

- ☐ Have hurricane straps installed in your home or business to better secure the roof to the walls and foundation. This will reduce the risk of losing your roof to high winds.
- ☐ Install and maintain storm shutters over all exposed windows and glass surfaces, and use them when severe weather threatens. In addition to protecting against wind, shutters also prevent damage from flying debris.
- ☐ Have your home inspected by a building professional to ensure that roof and other building components are capable of withstanding wind effects.

“I OWE A LOT TO
FEMA FOR THEIR
SUPPORT AND FOR
THEIR UNSELFISHNESS
IN HELPING ME AND
MY FAMILY IN OUR
TIME OF NEED.”

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
	studies; (5) implementation of criteria for digital mapping standards; (6) completion of the congressionally mandated coastal erosion study; and (7) development of a portfolio of products promoting appropriate mitigation planning and activities and availability for distribution through electronic and traditional media.	M.3.1. (3) The first 5-year cycle of review of community flood map needs was 100 percent complete. Approximately 17,500 communities participating in the NFIP with maps were contacted in this review cycle. (4) The NW Florida hurricane evacuation study was completed in FY1999, leaving the remaining 4 studies to be completed in FY2000. However, most of the study data—from the incomplete studies—was available to State and local governments during the past hurricane season. (5) Significant progress has been made on the development of these new standards. Two sets of graphic prototypes and an initial version of the digital mapping database were distributed and comments were received from the user groups. (6) The mapping part of the project has been completed under agreements with the affected State coastal management agencies. The economic impact component is underway. The report is scheduled to be completed and delivered to the Office of Management and Budget in January 2000. (7) The portfolio of mitigation planning and activities are available electronically and through traditional media. [See WWW.FEMA.GOV.]
M.3.3 70%	The Preparedness, Training, and Exercises Directorate (PT) will support States and communities in their mitigation activities. Measures are: Results of State Capability Assessments for Readiness (CAR) available; publication of mitigation	The CAR instrument and procedures were reviewed and revised by all 56 States, Territories and Insular Areas. Three workshops were conducted throughout the year with State participation to review comments received

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
	annex to State and Local Guide (SLG)-101; publication of model mitigation guidelines for State and community use; 100 percent of 56 annual State and Territorial Comprehensive Agreements include clear Mitigation performance agreements; mitigation materials included and emphasized in 1999 edition of Compendium of Exemplary Practices in Emergency Management; 100 percent of the 22 planned integrated emergency management courses (IEMC) have mitigation modules; and 16 mitigation courses, 2 Emergency Education Network (EENET) broadcasts on mitigation, and 1 independent study course are offered.	and make changes to the instrument and procedures. PT offered: 23 integrated emergency management courses with mitigation modules; 42 mitigation courses for 1,330 students; 10 EENET broadcasts on mitigation (including Y2K: Exercising and Family Preparedness); and 2 new mitigation independent study courses. PT published Volume IV of the Compendium of Exemplary Practices in Emergency Management recognizing 34 replicable community initiatives.
M.4.1 100%	The US Fire Administration (USFA) will (1) transition 25 percent (10) of contributing 41 States to National Fire Incident Reporting System 5.0 (NFIRS); (2) bring in or return to NFIRS 10 percent of non-contributing States; (3) increase access to USFA program information, via the World Wide Web (WWW) (baseline: 51); (4) publish four analytical reports on topics suggested by NFIRS data and the fire service community; and (5) publish an annual firefighter fatality study.	USFA 1. transitioned 20 States to the enhanced National Fire Incident Reporting System 5.0 (NFIRS) for better reporting; 2. brought in 2 previously non-contributing States to NFIRS; 3. made 62 publications accessible through USFA website; 4. completed 6 analytical reports and 5. one fatality report.
M.4.2 100%	The USFA will (1) Increase use of public education materials by 2 percent (to 1,560,651) over the 1998 baseline of 1,530,050; (2) Increase hotel/motel master listings by 10 percent (2,000) over 1998 baseline of 20,000.	(1) 1,565,648 general public education program materials distributed. An additional 571,481 public education materials were sent to high risk groups. (2) Hotel/motel list increased to 23,000 listings.

“FEMA WAS A TREMENDOUS HELP TO ME...I WAS DEVASTATED AT THE AMOUNT OF WATER IN MY HOUSE. I NEVER THOUGHT THAT THIS WOULD EVER HAPPEN TO ME.”

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
M.4.3 100%	USFA will (1) increase by 2 percent (2,347) the distribution of USFA's fire-mitigation materials at Federal, State, and local levels (baseline: 117,325); (2) increase distribution of research reports to build fire community knowledge of fire and technological hazards and the application of mitigation technologies; and (3) increase by 10 percent the use of the hotel/motel database.	USFA distributed 215,123 fire-mitigation materials, an increase over the baseline of 97,798. This included 100,000 smoke alarms to 20 high risk communities; target distribution of 6,228 fire safety videos; and publications of 108,895. See M.4.2. above for hotel/motel list.
M.5.1 100%	The National Flood Insurance Program (NFIP) will complete measurement systems and confirm that reduced or avoided annual flood-damage losses, as a result of NFIP insurance and floodplain management activities, exceed estimate of \$850 million.	The Flood Insurance Administration (FIA) working with the Mitigation Directorate (MT) developed a refined methodology for using insurance experience to project reduction in losses for the population of buildings constructed under NFIP standards. Application of this methodology shows that estimated savings for FY 1999 were \$1.029 billion.
P.1.1 50%	The Preparedness, Training, and Exercises Directorate (PT) will identify the most critical 10 percent of weaknesses in State capability while maintaining the current capability of States and localities to respond to disasters.	Capability Assessment for Readiness (CAR) is a biennial assessment due to be issued by PT in FY 2000. In FY 1999 it was revised, including the development of a draft local version. State and local capability was enhanced by:

To reduce your risk from floods...

- ☐ Move valuables and appliances out of the basement of your home or business if it is prone to flooding. In doing so, you increase the chance that your belongings will be safe when a flood event occurs.
- ☐ Elevate the main breaker or fuse box and the utility meters above the anticipated flood level in your home or business, so that flood-water won't damage your utilities.
- ☐ Clean and maintain storm drains and gutters and remove debris from your property to allow free flow of potential flood water.

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
		2,800 State and local leaders trained including that for terrorism response; 55 EENET programs broadcast; 60,063 students completing independent study courses; 5 emergency management (EM) degree programs added.
P.2.1 100%	To increase fire safety awareness, USFA will provide training and education opportunities for the Nation's fire protection community by the traditional delivery method of approximately 647 courses, reaching 18,512 students; and increasing numbers of students reached through new, technology-based approaches, helping USFA come closer to achieving the FY 2000 goal of training 300,000 annually.	Exceeding its goal by more than 80 percent, the NFA delivered 1,182 course offerings to 52,600 fire and emergency response personnel for a total of 129,207 student days of training.
P.3.1 95%	The Information Technology Services Directorate (IT) will use information technology upgrades to improve services and accessibility that reduce the costs for the response to and recovery from emergencies and disasters and assure that FEMA meets alert, communication standards.	National Warning System (NAWAS) messages were disseminated within 3 minutes. The Emergency Alert System achieved the performance objective of relaying messages within 12 minutes of notification to potentially 98 percent of the population. The Geographic Information System unit produced 1000 maps, none of which was rejected for errors. However, 50 were not delivered within 72 hours because of initial lack of data. Operational changes now allow for direct access to data previously available only on request. Also, reporting must be adjusted to account for maps requested in advance of when damage assessment data are collected and released.

“THE INSPECTOR AND PEOPLE WHO HELPED ME FILL OUT THE APPLICATION OVER THE PHONE WERE VERY HELPFUL, POLITE AND PLEASANT!”

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
P.4.1 100%	National Security Affairs (NS) will, as the Executive Agent for Continuity of Government (COG), ensure and improve the ability of the Executive Branch to operate under emergency conditions; and achieve (1) 70-100 percent satisfactory ratings from annual surveys and questionnaires on the content, relevance and presentation of training and orientation sessions; and (2) timely publication of comprehensive COG guidance.	NS (1) received 82 percent satisfactory ratings from annual surveys and questionnaires on the content, relevance and presentation of training and orientation sessions and FY 1999 training events; (2) published and distributed COG Operations Plan (OPlan) and the Master Five-Year Test, Training, and Exercise Program; and (3) received 82 percent satisfactory rating on FY 1999 training events.
P.4.2 100%	NS will review and revise the FEMA Continuity of Operations Plan (COOP) that integrates the Headquarters, Regional and field elements.	NS revised the FEMA Headquarters (HQ) COOP Plan, signed by the FEMA Director on October 15, 1999.
P.4.3	NS will support (1) the FEMA Director, (2) the White House, and (3) the National Security Council (NSC) on national security policy and programs. 70% customer satisfaction.	Pilot satisfaction survey received at the end of First Quarter FY 2000 and in review.

Goal two. Reduce human suffering and enhance the recovery of communities after disaster strikes

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
RR.1.1 82%	The Response and Recovery Directorate (RR) will increase by 10 percent (to 8.3 days) the timeliness for processing disaster declaration packages from the date of the Governor's request to the date on which the package is given to the FEMA Director.	The average number of days for processing declaration packages was: (1) 10.09 days for all requests, including appeals and rejections; (2) 30 days for rejected requests; and (3) 5.30 days for requests resulting in declarations.
RR.1.2 100%	RR will improve mobile operations and operations and planning over FY 1998 baselines by (1) setting up a disaster field operation in an identified facility within 40 hours; (2) 80 percent of Regional Directors being satisfied with the Community Relations (CR) Operations Manual and Field Operations Guide; (3) 75 percent of customers satisfied with information provided by Situation Update Reports, and 60 percent satisfied with	Goal exceeded. RR achieved the following: (1) The average Disaster Field Office setup time during FY 99 was 35 hours. (2) 90 percent of responding Regions provided a positive assessment of CR Operations Manual and Field Operations Guide. (3) 90 percent customer satisfaction with information provided by Situation Update Reports, and 75 percent satisfaction with Assessment and Analysis Homepage. (4) Exceeded

To reduce your risk from fire events...

- ☐ Move shrubs and other landscaping away from the sides of your home or deck. All too often, homes burn when plantings around them catch fire.
- ☐ Install tile or flame-retardant shingles on your roof instead of wood shakes or standard shingles. This will reduce the chance that air-borne burning debris will ignite your home.
- ☐ Clear dead brush and grass from your property so that it will not be there to fuel a spreading fire.
- ☐ Install smoke detectors and residential fire sprinkler systems.

Before you do your work, make sure you'll do it right—contact your local building official. Nearly every community has building codes and ordinances that guide construction practices. Many of these are designed to reduce your risk from all types of hazards, including floods, earthquakes, high winds, and wildfires.

“WITHOUT THE HELP
FROM FEMA, WE
COULD NOT HAVE
REBUILT OUR HOUSE
BACK TO A SAFE AND
COMFORTABLE
ENVIRONMENT.”

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
	Assessment and Analysis Homepage; and (4) 90 percent of National Urban Search and Rescue Task Forces meeting operational standards.	90 percent operational standard. One Task Force remains to be evaluated during FY 2000.
RR.1.3 33%	RR will enhance community recovery, improve delivery of human services and public assistance programs over FY 1998 baselines, and accelerate close-out of disasters. Measures are: (1) 85 percent customer satisfaction with Helpline services. (2) Human services maintenance of 90 percent index of satisfaction and ability to recover. (3) 75 percent external customer satisfaction with the adequacy of infrastructure guidance and the operation system for the New Public Assistance Program.	Complete survey results are not available until Feb. 2000. As of September 1999 (1) 74.5 percent customer satisfaction with Helpline services. (2) 85.3 percent index of satisfaction and ability to recover. (3) 80.5 percent external customer satisfaction with the adequacy of infrastructure guidance and the operation system for the New Public Assistance Program.
RR.1.4 100%	RR's disaster field operations evaluation systems will provide management information to enable improvement in the delivery of disaster assistance. Measure is: 75 percent of RR internal customers satisfied with the RR evaluation system as it supports enhanced disaster field operations performance.	Achieved 79 percent satisfaction among RR internal customers with the RR evaluation system as it supports enhanced disaster field operations performance.
RR.2.1	PT will support the Federal government's capability to augment State and local response to disasters when needed. Measurable improvement in the conduct of exercises as indicated by formal evaluation and analysis of results and follow-on, training survey results.	PT conducted 74 training activities for 2,030 permanent full time and Disaster Assistance employees. The Disaster Field Training Office was active in 25 DFO operations with 12,138 individuals trained in 43 standard courses and some unique training such as CPR. Continuing its role as Chair, PT held 2 Federal Radiological

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
		<p>Preparedness Coordinating Committee (FRPCC) Training Subcommittee meetings. FRPCC consists of several Federal departments and agencies and serves to assist FEMA in providing policy direction for the program of Federal assistance to State and local governments in their radiological emergency planning and preparedness activities.</p> <p>The sixth meeting of the U.S.-Russian Federation Joint Committee on Natural and Technological Disaster Prevention and Response was held during September in Phoenix, Arizona.</p>
RR.2.2 100%	PT will continue to support and fund the National Emergency Food and Shelter Board in the effective provision of grants to providers of emergency food and shelter services. Funds will be allocated to the national board within 30 days of appropriation; and effectiveness of activities of local boards and recipient organizations will be monitored.	<p>FEMA continued to Chair the National Board in implementing the EFS Program. The Emergency Food and Shelter (EFS) National Board has continued to rapidly distribute funds to areas in the nation that have higher than average levels of unemployment and poverty. In FY99, the EFS Program accomplished the following: Funded 11,000 non-profit and local government agencies in 2,500 counties; provided more than 85 million meals; provided more than 4 million nights of shelter; paid more than 300,000 rent, mortgage, and utility bills to prevent families from losing their homes.</p> <p>FEMA: Provided policy guidance and Federal coordination and staff assistance to National Board; tracked and monitored the \$100 million awarded to agencies for the provision of</p>

“IF IT WASN’T FOR
FEMA I WOULDN’T
HAVE [HAD] A PLACE
TO GO OR GET MY
NEEDS OR MY LIFE
BACK ON TRACK.”

“MY GREATEST
RESPECT GOES OUT
TO YOU AND YOUR
STAFF.”

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
		emergency social services; assisted in providing technical assistance and training to EFS funded agencies nationwide; continues to implement collection procedures of unspent, undocumented expenditures and/or misspent EFS funds; held National Board Retreat in Alexandria, Virginia to discuss future direction of program with respect to outcome measurement.
RR.3.1 34%	By 2007 the Federal Insurance Administration (FIA) will increase the number of National Flood Insurance Program policies-in-force by an annual average of 5-percent for a total of 30 percent over the FY 1998 baseline of 3,811,253.	The policy growth in FY 1999 was approximately 1.7 percent with the year-end policy count of 4,187,729 policies. In FY 1998, there was an extraordinary 8 percent increase in policies. Despite special efforts in 1999, FY 1999 policy growth was impacted when many of the policies written in FY 1998 were not renewed by people who no longer felt threatened by such forces as El Niño.
RR.4.1 100%	The Information Technology Services Directorate (IT) will complete remaining the National Emergency Management Information System (NEMIS) development activities and continue transition to operations and maintenance. Measures are: (1) NEMIS Enterprise Architecture is operational in FEMA headquarters, regions, and national processing centers; (2) applications software and associated database satisfy the requirements specified in NEMIS System Subsystem Specification, including response time, system throughput, accuracy, capacities, availability, etc.;	Version 2 was successfully fielded in August 1999. NEMIS is in use for over 40 major disasters. NEMIS has exceeded 80 percent autodetermination of disaster assistance claims in both flooding and hurricane disasters. In test mode FEMA has reached with a throughput of over 900 applications per hour. NEMIS optical imaging services make available documents to caseworkers within hours of receipt versus five days previously.

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
	(3) NEMIS Intranet continues operations to enable the emergency management community to access the library material easily; (4) optical imaging services meet NEMIS requirements and are in constant use; supporting correspondence, distributing applicant-supplied verification information to case workers, distributing field surveys and other analysis to case workers; and (5) NEMIS Version 2 is defined and progressing toward meeting requirements on schedule and within budget.	
RR.5.1 80%	IT will implement 25 percent of the IT infrastructure upgrade for long-term cost reductions; and provide cost-effective, reliable communications 'backbone' services as and where needed by meeting the following standards: (1) FEMA Switch Network (FSN) service at 99-percent availability at all FEMA fixed locations with 'backbone' communications services; interconnection of any disaster or other temporary FEMA facilities to the FSN within 24 hours; integration and addition of new functions and services into the FSN; and reduction in baseline cost per unit of IT service; (2) transmission of emergency communications via High Frequency (HF) radio or patch between FSN nodes anywhere in the United States within 30 minutes; and (3) recording of unauthorized intrusions through FEMA's Internet firewall; and reduction in the costs of disseminating FEMA documents and public announcements.	IT served at 99 percent availability to more than 100 network devices at FEMA facilities throughout CONUS and selected territories; Interconnected within 48 hours to over 50 disaster locations and temporary FEMA facilities; integrated basic IT services—voice, video, data—using evolving transport technologies; expect to reduce the total number of T-1s leased by the agency; HF radio communications served as backup communications for FEMA and other agencies in severe disasters and emergencies; added Internet connections to accommodate distance learning through the NETC. (See P.3.1.)

“AS A MAYOR OF MY CITY I WAS MORE THAN PLEASED WITH THE HELP GIVEN US BY YOUR STAFF REPRESENTATIVES.”

“I WAS VERY IMPRESSED WITH THE SERVICE AND ATTITUDE OF THE FEMA AGENCY.”

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
RR.6.1 60%	The Operations Support Directorate (OS) will implement a 5-percent cost savings through management oversight of Disaster Relief Fund (DRF) facilities procurement and postage/express mail expenditures. [This quantitative target cannot be accurately measured as the DRF costs are proportioned among several organizations thus making any reductions apply equally to all organizations and impossible to validate for any one. Efforts have been made to validate program efficiencies that can be expected to positively influence DRF levels. Over time, rent and postage rate increases, however, are expected to absorb much of the cost avoidance derived from better management and technological improvements.]	OS developed policy and awareness program for efficient use of postage. For cost savings, deploy smaller Mail Management System (MMS) units to low volume disasters and events to increase the accuracy of postage accountability and reliable data on postage expenditure. Improved efficiency and customer support by providing Mail Operations information on the Internet/Intranet web sites rather than by hard copy. Through staff training, improved MMS overall operation and postage accounting. Compared FEMA/GSA and non-GSA rent account invoices with prior year rental accounts to validate current billings on the \$23 million program rental budget.
RR.6.2 75%	OS will provide a safe and secure environment for FEMA and its emergency management partners at disaster fixed facilities by: 1) Completing baseline facility surveys of all FEMA disaster fixed facilities. 2) Providing trained safety cadre members to 80 percent of major declared disasters. 3) Deploying trained security cadre members to 80 percent of major declared disasters. 4) 100 percent of FEMA disaster Fixed facilities meeting Department of Justice Level IV standards.	(1) Completed all fixed disaster facility safety inspections. (2) Deployed trained safety cadre members to 83.4 percent (43 of 51) of the major disaster declarations. (3) Security Cadre members deployed in response to 100 percent of DFO requests for support and (4) 77 percent (7 of 9) FEMA disaster fixed facilities meet the Department of Justice (DoJ) Level IV standards.

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
RR.6.3 100%	OS will operate a logistics program that provides timely and cost effective resources in support of the all-hazards emergency management mission of the Agency.	In lieu of purchasing new equipment the following cost avoidance was achieved: DISC assets \$88,989; DFO kits \$2,366,787. 168 generators; \$3,773,600. Pre-deployment cost savings were \$328,500 for DISC workstations and \$190,228 for generators. DISC and TLCs achieved a successful on time delivery rate of 97.2 percent. Successful recovery of DISC assets from closed DFOs was 97.86 percent. The automated property management system can now be downloaded onto a laptop or desktop computer from an Intranet Web Site thus reducing shipping cost for a LIMS go-kit resulting in a cost avoidance of \$20,000. The AIC have exceeded their FY99 goal of reducing the agency's inventory at closed DFOs from the FY98 baseline figures of 9,398 items remaining at closed DFO's valued at \$10,579,640 to 8,000 items valued at \$8,000,000.

Goal three. Ensure that the public is served in a timely and efficient manner

“FEMA COULD NOT HAVE BEEN MORE HELPFUL, COURTEOUS AND PROFESSIONAL.”

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
E.1.1 55%	MT will provide planning grants through the Flood Mitigation Assistance (FMA) Program to assist State and local governments in assessing risks and identifying priority mitigation activities. Measures are: 70-percent of the States and communities having received FMA planning grants in FY 1997 and 1998 will have FEMA approved flood hazard mitigation plans. [Due to the range of plan years, the final assessment would not be available until FY 2000. This goal has been included in E.1.1(1).	32 of 58 (55 percent) FY 1997 FMA Planning Grants have become FEMA-approved flood mitigation plans. Other plans funded with FY 1998 and 1999 FMA Planning Grants in the final stages of the approval process of the two-year performance period. While our actual plan production is below our goal, considerable emphasis was placed on working with State and local governments to identify and list repetitive loss properties. These lists exist for all 50 States and serves as the basis of State plans.
E.1.2 100%	MT will streamline the delivery of Hazard Mitigation Grant Program (HMGP) funds to States and Territories. [Revised measure] Achieve a 2 percent increase over FY 1998 baseline of 66 percent in the amount of available HMGP funds obligated to State grantees.	MT exceeded this goal. FEMA has obligated 84.3 percent (\$2,237,785,764) of available HMGP funding that includes an estimate for Hurricane Floyd.
E.2.1 100%	FIA will complete activities for revision of the NFIP to enhance the financial soundness and equity of the Program.	The report on the economic impact of subsidy elimination has been completed and will be sent to Congress in FY 2000. A study of alternate Program financing methods was completed and the results are being circulated. A Study of NFIP Claims and Underwriting has been completed. Major changes to the Program continue to progress through various stages of development and implementation. These changes, including the repetitive loss strategy, have all

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
		<p>shown great potential for improving the efficiency and effectiveness of the NFIP. These changes are also expected to improve the financial position of the Program.</p> <p>In FY 1999, NFIP made very significant progress in dealing with the relatively small number of repetitive loss properties that have a much greater than normal number of claims and a very disproportionate financial impact on the Program. Methods for prioritizing specific repetitive loss properties for mitigation action under the FY2000 funding for the Flood Mitigation Assistance Program were developed and tested. In consultation with the Write Your Own insurance companies, procedures were set and a contract was awarded for centralized issuance and servicing of insurance for the selected target group of repetitive loss properties. A proposed rule, requiring full-risk premiums on target properties where mitigation assistance offers under FMA and HMGP are declined, was published. Further, House members independently introduced legislation in support of this objective.</p>
E.3.1 100%	The National Flood Insurance Program receives positive financial, customer-service, and other evaluation reports, including unqualified audit reports.	The NFIP received an unqualified opinion on the annual financial audit conducted by the Inspector General for FY 1998. This reflects the continuous operating and financial oversight of the Program including the more than 80 companies participating in the Write Your Own program.

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
E.4.1 100%	The Response and Recovery Directorate (RR) will re-engineer processes to increase cost-efficiency by an annual average of 2 percent. [Human Services and Public Assistance Programs have undergone re-engineering for better customer service and timeliness. Current OFM systems do not allow programs to measure actual program costs at this level.]	Reengineering efforts are underway. RR is working with the Office of Financial Management to identify the impact of reengineering efforts on administrative costs.
E.5.1 100%	USFA will show a 2- to 5-percent decline in administrative cost per student and costs of program delivery, and a corresponding 2- to 5- percent increase in productivity.	USFA achieved a 10.5 percent reduction in the average administrative cost per student. Our average cost was \$45.05 for 229,230 students. Baseline: \$50.35. Productivity measure across various programs cannot be aggregated. See P.2.1 for student load for major part of the program.
E.6.1 100%	IT will promote Information Services Technology (IT) policy and processes that expand IT services or reduce per unit costs; respond to requests for assistance in developing IT investment proposals within 48 hours; and effect cost-effective use of information resources by closer operations with FEMA partners.	IT began the review of over 650 IT procurements within 48 hours of receipt; published and implemented the IT Architecture; evaluated FEMA's major IT investment proposals and ongoing activities. IT extended the awareness and sharing of IT resources through the Information Resources Board; and Met all Y2K compliance deadlines and delivered the requisite Y2K quarterly progress reports, business continuity plans, and day-one plans to OMB and Congress.

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
E.7.1 100%	OS will (1) Proactively determine internal and external requirements in advance for a secure, safe and healthy environment for FEMA customers. (2) Continue enhancement of logistics operations and agency-wide automated logistics inventory control and property accountability; and agency-wide oversight of printing, graphics, rent accounts, and mail management operations and support services accounts (maintenance schedules) to ensure that services are provided in a timely and cost effective manner.	OS (1) Supported safe and secure working environments; upgraded FEMA Federal Regional Centers, including fire suppression and alarm systems, asbestos and lead paint removal and electrical repairs; established safety and health intranet site, procured an accident tracking system; and provided 723 FEMA employees an employee safety orientation. Safety inspections were conducted at six fixed disaster facilities. (2) Publications Warehouse reduced shipping time for orders from five days to one. OS validated FEMA/GSA and non-GSA rent account invoices of over \$23 million. Affected timely and effective delivery and savings through enhanced support services accounts. Prices for supplies, furniture, and furnishings were competitive. Replaced 50 percent of FEMA Headquarters copiers. Conducted 1998 Hurricane Season Corrective Actions Workshop attended by Headquarters (OS, RR, OPRO, & OFM), Regions, and representatives from other federal agencies. Corrective actions were identified in six areas—Mobilization Center Operations, Resource Tracking, Movement Coordination, Property Management, Roles and Responsibilities, and Requirements Processing.

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
E.8.1 100%	The Office of Financial Management (FM) will implement recommendations of the grants management improvement initiative by completion of actions identified in the Grants Improvement Plan within agreed-upon timeframes.	<p>The standard grant agreement policy was implemented on disaster grants and is included on each FEMA-State Agreement. At least one staff person at each region has responsibilities for disaster grant management including analyzing the State Financial Status reports. Offered Second Regional Grant Management Training workshop focusing on issues such as cash management and monitoring State recipients. Monitored the regional implementation of grant policy and procedures through regional reports.</p> <p>Issued DFO Comptrollers continued guidance on their role in disaster grant management.</p>
E.9.1 100%	The Office of Financial Management (FM) will meet the following standards: Referral of 100 percent of debts delinquent by 180 days to Treasury for collection; weekly submission of new debtors to the Treasury Offset program 120 days after the debt is incurred; number and percent of delinquent debts reported monthly to credit bureaus; number and percent of debtors who owe less than \$3,000 sent to PAYCO for collection 180 days after debt is incurred; number and percent of debtors who owe more than \$3,000 referred to the Department of Justice 180 days after debt is incurred; number of dollars and percent of outstanding debt collected by each debt collection method.	FM submitted to the Treasury Offset Program 3,922 debtors with receivables totaling \$9,780,319. During that period, we collected on 621 debtors for a total of \$572,291. Total of \$22,352,860 transferred or eligible for transfer to Treasury Cross Servicing program which collected 961 payments of \$287,000.

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
E.10.1 100%	FM will meet the following standards: Payment of 95 percent of travel vouchers within 5 days of receipt by the payment office; issuance of 95 percent of all payments within 30 days of receipt of complete documentation; issuance of 95 percent of temporary housing payments within 24 hours of receipt at the Disaster Finance Center; 98 percent of grants available for drawdown within 24 hours' notification to the Financial Services Branch; quarterly posting of 95 percent of SMARTLINK grant expenditures in Information Financial Management System (IFMIS); ensuring that 95 percent of questionable actions regarding the terms of loans are identified and documented, and corrective actions taken.	FM reports that: 98 percent of vouchers processed by Disaster Finance Division done within 5 days. Travel voucher payment performance for all locations including Headquarters, Regions, National Emergency Training Center (NETC), MT Weather Emergency Training Center (MEWAC), and the DFC 87 percent. The average processing time was 3.38 days. 99 percent of invoices were processed within 30 days of receipt of complete documentation. Total invoices paid FEMA-wide for FY 1999 was 30,598 with 684 paid late. This represents 98 percent of all invoices paid on time. 100 percent of all Temporary Housing payments are processed within 24 hours of receipt.
E.11.1 100%	FM will increase commercial credit card use by 10 percent above the FY 1998 baseline; selection and implementation of a new FEMA Purchase Card Program that will maximize the features available under the new Government-wide Credit Card Program. The baseline for this indicator will be developed during FY 1998. FY 1997 usage was \$17 million.	FM reports that purchase card acquisitions totaled \$23,351,990, exceeding the 10 percent goal over an \$18 million FY 1998 baseline.
E.12.1 100%	FM will meet the following target: 5 percent (\$3.150 million) increased usage of performance based contracting methods. (Baseline: \$63 million)	FM reports that \$83 million worth of performance based contracts were awarded.

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E.13.1 100%	FM will meet the following standards: Completion of detailed accounting and reporting standards; timely preparation of year-end trial balances and financial statements for all accounts; completion and submission of financial statements to OMB.	FY 1998 consolidated financial statements were prepared for all activities and submitted to OMB on the due date. The financial statements received an unqualified opinion from independent auditors. Early in the year, Version I, Accounting Manual in 18 chapters, was released. We are in the process of revising the Accounting Manual based on three years activity to prepare financial statements. Policy statements on Expending Wilbur Draw-downs, Late Payment Interest, Construction-in-Progress, and Debt Write-offs also are written.
E.14.1 100%	The Office of Policy and Regional Operations (PR) will institutionalize a formal Agency strategic planning and evaluation system that ensures that FEMA is making progress toward achieving its strategic goals.	PR developed and implemented a quarterly GPRA reporting system that measures progress toward annual goals. Reports generated are used by staff to track goal performance. Information also used for senior staff review and budget considerations.
E.15.1 30%	PR will implement an activity based cost methodology on one major missions activity.	With the commitment of the FM to provide actual cost information for a selected Human Services activity, the Activity Based Costing (ABC) project has developed a plan of operation and draft timeline. As financial systems are refined, ABC activities will become a more routine method for management to make re-engineering and financial decisions.

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E.16.1 100%	PR will implement a viable, broad-based basin, disaster, or state-wide environmental review system in which the States and subgrantees can perform a greater proportion of the environmental review process.	With a goal of having States undertake more effort in producing environmental reports, 38 (25 percent) of a total of 154 environmental reports were done by the State of the applicant. Three regions were unable to report their numbers due to deployment of their environmental officer to disasters.
CS.1.1 100%	PT will institutionalize and manage the FEMA Customer Service Program.	PT reviewed its customer service training program and began implementing several changes to the customer service courses and survey methodology. Trained 25 employees as new customer service facilitators, creating a new cadre of people to train our new employees through FEMA mandatory Achieving Extraordinary Customer Relations (AECR) course. Over 700 new staff received AECR training in the National Processing Service Centers and FEMA Regional Offices. In addition, permanent full-time and disaster assistance employees received AECR training at Disaster Field Offices.
CS.2.1 100%	By the end of FY99, USFA will maintain a 90 percent overall internal and external customer satisfaction of USFA services. (Baseline FY98 = 98 percent).	USFA overall customer service satisfaction for this fiscal year was 97.5 percent.

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
CS.2.2 100%	Improve efficiency and effectiveness of PT program delivery. Measures are surveys of customer satisfaction with effectiveness of training.	PT reports that 2,777 FEMA staff attend employee development training activities, and 36 NEMIS courses conducted for 720 students. The results of follow-on surveys (sent to each EMI student three months after completion of the class) are: Three percent (3 percent) of the students reported that the instruction was not applicable and was not being used. Sixty-four percent (64 percent) reported that they are using the instruction either in their day-to-day jobs or on emergency assignments. Thirty-three percent (33 percent) reported they had no opportunity yet to use the instruction, but expect to. This ast figure is to be expected given the nature of the work by emergency managers at all levels of government.
CS.3.1 100%	FIA will receive positive responses to NFIP assessment instruments and constructive support in pursuing insurance sales and other goals.	FIA reports that among survey respondents there was an increase over 1995 baselines for 'Awareness of the NFIP' of 17 percent; for 'Favorability of the NFIP' of 10 percent, and favorability of the NFIP among consumers who are aware of the NFIP of 12 percent.
CS.4.1 100%	IT will implement software to standardize benchmarks and validate the benchmarks for IT helpdesks. Maintain trouble-free services at 98 percent. No undetected virus infections on agency's PCs or networks. Implement Year 2000 compliant software and hardware. Maintain availability of IFMIS hardware in excess of 98 percent.	The benchmark for the IT helpdesks will be that on average 80 percent of the trouble tickets were resolved per week. Both IT operations and the IFMIS operations maintained trouble-free service and availability in excess of 98 percent. FEMA attained Y2K compliance for both critical and non-critical systems. FEMA stopped

1999 Goal Number	1999 Estimated Performance	1999 Actual Performance
		almost all viruses before they reached the networks and systems. The few, which got through the first lines of defense, were stopped before widespread infection could occur. Frequently, counter measures or preventive software were in place before the virus entered FEMA's network or systems.
CS.5.1 100%	The Office of the General Counsel (GC) will continue ongoing review of drafts of Executive Orders and intra-agency coordination of drafts of Executive Orders.	GC updated Executive Orders as appropriate. It is continuing intra-agency coordination of drafts of Executive Orders.
CS.6.1 50%	GC and PR will develop baseline statistics and use preliminary results to develop scope for quarterly risk management reporting system.	To begin to build an agency risk management reporting system, Health and Safety, Worker's Compensation, Security, Equal Rights, Torts, and Environmental Assessments were selected to be examined this year. Early findings indicated that the figures, or available data, were too gross, i.e., aggregated, to affect change. They represented, for example, grand totals for a year. Therefore, it was concluded that work in FY 2000 is needed to break down the numbers into more detailed information, i.e., information that will assist in discerning cause and effect, and subsequently facilitate reducing cost or risk.



REGION I

442 J.W. McCormack POCH
Boston, Massachusetts 02109-4595
Connecticut, Maine, New Hampshire,
Rhode Island, Vermont

REGION II

26 Federal Plaza, Room 1338
New York, New York 10278-0002
New Jersey, New York, The
Commonwealth of Puerto Rico, The
Territories of the U.S. Virgin Islands

REGION III

615 Chestnut Street (Sixth Floor)
Philadelphia, Pennsylvania 19106-3316
Delaware, District of Columbia,
Maryland, Pennsylvania, Virginia,
West Virginia

REGION IV

3003 Chamblee-Tucker Road
Atlanta, Georgia 30341
Alabama, Florida, Georgia, Kentucky,
Mississippi, North Carolina, South
Carolina, Tennessee

REGION V

536 S. Clark Street
Chicago, Illinois 60605
Illinois, Indiana, Michigan, Minnesota,
Ohio, Wisconsin

REGION VI

Federal Regional Center
800 N. Loop 288
Denton, Texas 76201-3698
Arkansas, Louisiana, New Mexico,
Oklahoma, Texas

REGION VII

2323 Grand Blvd, Suite 900
Kansas City, Missouri 64108-2670
Iowa, Kansas, Missouri, Nebraska

REGION VIII

Denver Federal Center
Building 710, Box 25267
Denver, Colorado 80225-0267
Colorado, Montana, North Dakota,
South Dakota, Utah, Wyoming

REGION IX

Building 105
Presidio of San Francisco
San Francisco, California 94129-1250
American Samoa, Arizona, California,
Guam, Hawaii, Nevada, Commonwealth
of the Mariana Islands, Federated
Micronesia, Republic of the Marshall
Islands, Republic of Palau

REGION X

130 228th Street, S.W.
Bothell, Washington 98021-9796
Alaska, Idaho, Oregon, Washington

PREPAREDNESS TIPS: FEMA recommends individuals take the following steps to prepare for natural disasters.

- ☐ Have a family disaster plan, including evacuation plans. Know where you would go. Plan evacuation routes that are away from low-lying areas likely to be flooded. Everyone in your family should know the telephone number of the same out-of-state contact to help separated family members get back together.
- ☐ Have an emergency kit in your car that includes water, first aid, a way to signal need for help, flashlight and batteries, warm blankets, a shovel, and a battery-operated radio.
- ☐ Have plenty of cash—ATMs won't work if the power is out.
- ☐ Keep your car gassed—gas pumps won't work if there's no power.
- ☐ Have a family disaster supply kit in your home, including plenty of pure water, first aid kit, radio and fresh batteries, flashlight and batteries, adequate supply of prescriptions, and special medical supplies.
- ☐ DON'T try to drive through running water—it can sweep your car or van away. Don't WALK through swiftly running water, either—it can sweep YOU away.
- ☐ Get a NOAA Alert radio to receive warnings promptly.
- ☐ Know about neighbors or relatives that may require help and check on them.
- ☐ Take prevention actions now that will reduce the potential effect of flooding and winter weather.
- ☐ Buy flood insurance to cover the value of your home and its contents. Insurance will not only give you greater peace of mind, but it will also greatly speed your recovery if a flood occurs. To learn more about insurance, call 1-800-427-2419, or contact your local insurance agent. Know that there is a 30-day waiting period before it takes effect.

